

Hub magazine

U.S. ARMY RESERVE PERSONNEL COMMAND

JULY 2000

THE GATEWAY
A special pullout section of the Hub



Hub

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COMMANDER

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On the cover: The 50th anniversary of the Korean War is being observed, and the bravery and sacrifice of Korean War vets is celebrated. Emblem was provided by an Army web site at <http://korea50.army.mil/index.html> (See page 24 for story.)

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COMMANDER'S CALL

COL. TIMOTHY W. CANNON



Taking e-Care of Soldiers

I had the great opportunity recently to speak at the Reserve Officer Association's National Convention in Milwaukee. I was honored to use this great forum to unveil AR-PERSCOM's new strategy for military human resource management for the next millennium: Taking e-Care of Soldiers.

The Army has prided itself for many years in "taking care of soldiers," and in an information technology age taking "e-Care" of soldiers is a natural transition.

Our challenge is no different than any other private organization: Doing more with less, and meeting the ever-escalating demand for providing superior customer service.

We are in the Information Age and cannot afford not to make the digital transformation to maximize personnel transaction efficiencies through the use of advanced information technologies. ...we must shift to e-Care.

The Internet economy is here, and government organizations must break the old paradigm of "We're the only game in town." Today's technologically savvy customers demand service that is both timely and accurate. We must as an organization move in this direction. To do that, we must have a vision. Ours is "Precision Military Human Resource Management @ the Speed of Electrons." This is not just a slogan but a total shift in government human resource management.

Technology is changing at a breakneck pace, and our customers are keeping pace. For instance, it took 38 years before there were 50 million users of the radio, but it took only four years before there were 50 million users of the Internet. This phenomenon is also causing a change in how customers contact organizations. Today, the majority of customers prefer using the telephone to interact with businesses. By 2001, it is predicted that a quarter of all customer-to-business interactions will be via e-mail and the Internet.

Why? Because customers now "push" for better choices, and Internet technologies are struggling to keep up with this trend. But the key is not encouraging customers to use e-mail because it's almost as costly as processing hard-copy mail. The key is to develop and use technologies that promote self-service via the web and other service channels.

Pain is often a catalyst for change, and that was the case here at AR-PERSCOM as we transitioned from the Army Reserve Personnel Center a few years back. However, restructuring did not

mean we lost missions, customers or workload. The plan was that through smart business process improvements, and the right automation we could meet mission with fewer human resources. The theory was sound however the implementation was lagging.

The result: service gaps widened as we could not fully meet customer service demands through any service channel. The volume of inquiries coupled with the variety of customer requests proved to be overwhelming. Not to mention that misdirected customers account for 20 percent to 25 percent of our total inquiries. Accessibility is key to customer satisfaction, and the resulting inaccessibility to us creates anger, frustration and alienation.

I want to back up for a few minutes to show how our mission has driven us to change.

Our customer base is large and diverse. Over 1 million customers generate a mountain of requests, not to mention the veterans and family members that also number in the millions.

To serve this large and diverse group, we must maximize advanced information technologies coupled with efficient business processes. But this point is vital: You can't use the same business processes when converting to an e-Care environment. That would be like putting lipstick on a bulldog. It may look a little prettier, but it's still the same ol' dog.

Our fundamental concept plan is documented in our customer relationship management strategy. CRM is more than customer service. It is understanding the full range of relationships, processes, customer needs, and cultural considerations, plus how right IT serves as a force multiplier and source of information for decision making. CRM allows us to manage workflow, provide unparalleled access to information, and automatically capture information without human intervention. (*See story on page 21.*)

One point of entry is one phone number, but this doesn't mean the phones ring in one place. Advanced automation can intelligently route calls to the correct service provider.

We will answer questions without human interaction via Integrated Voice Response units. The customer can call one number and reach whomever they need to meet their needs.

All requests will be handled. That may be a tall order but the intent of world-class organization. Again the key is self-service which frees us to give personal service to customers who need it

continued on next page

VIEWPOINT

or are crucial to mission success.

Our intent and firm expectation is to increase customer satisfaction and our bottom line: recruitment, retention and mission accomplishment.

Our strategy is that all customer interactions will be automatically recorded in a tracking system like our Soldier Management System, our case and contact tracking system. Its sister system, Activity Tracking, enables us to run reports on workload and productivity. Future customer information gathered from all channels including the web site, enhances ability to target market our customers.

Although all customers are equally important as individuals, some customers are more important to meeting mission (i.e., unit fills, exercise support, or training opportunities) Our mission critical customers require special handling and services. For example:

MI soldier with linguist skill would be automatically routed to a personnel manager even if he only called to update his address.

Computer Telephony Integration, or CTI, is the IT magic enabling telephone system to talk to databases. WE NEED TO KNOW THEY HAVE CONTACTED US AND WHY! Redirecting misdirected inquires is a valuable service that deflects non-value added



A junior officer reviews his personnel information with Maj. Joseph Whitlock of the Personnel Propensity Office during the national ROA conference in Milwaukee.

interactions from core service providers.

Now that I've shared our strategy let's talk specifically about our web site. It is under continuous improvement with advanced Internet applications to be added over the next two years. Better navigation and advanced search functions will be added early in FY 2001.

The most exciting initiative though is cre-

ation of a personal web portal such as "My Yahoo" or the Army Knowledge Online website. This portal or window will enable each customer to tailor or customize the screen view in accordance to his or her own interests.

For example, Retirement Points, tour history, assignment history, evaluation reports, etc., could be added to the personal web portal.

Although the technology is available now we need to ensure several things are done FIRST before we implement this strategy. Security issues are of utmost importance to protect individual privacy, and accurate data is essential. Soldiers must have open access to customer reps to reconcile discrepancies, and we must have adequate internal resources to make corrections.

In other words, we don't want to open the doors for business until the shelves are stocked with the right products.

This is our formula for success:
V + CRM = Taking e-Care of Soldiers.
Implementing our **vision** using sound foundations of **customer relationship management** will ensure that we provide the utmost care for our most valued asset...the American soldier.



Photos by Julia Coyner
Maj. Rhonda Smillie discusses entitlements with a veteran at the conference.

SERGEANTS BUSINESS

Army's core values: What good are they?



Sgt. Maj. Debbie Clinger-Brewster

While you can probably recite the Army's core values, have you ever asked yourself what purpose they serve? How do they help us as individuals and our organization?

Core values are said to be essential and enduring beliefs. A small set of timeless guiding principles, core values require no external justification: They have inherent worth to all of us. Their worth comes from their ability to help shape and define us as individuals, as well as our organization, providing strength and guidance in good times and bad. Core values are not just taught, discussed or written about, they are alive through us as individuals.

What involvement do our core values have for all of us? We cannot avoid responsibility for our moral atmosphere. We create it hour by hour in our actions and motives, seeding the next generation of moral actions with the ones we cultivate as models today. As leaders, we must embrace the core values and serve as a model of them in our actions and behaviors. Our subordinates, peers and seniors expect and demand no less from us. Additionally, our relationship with the American public is greatly influenced by our core values. All of our missions involve protecting life or upholding our country's laws. In carrying out our missions, we must be trustworthy; our commitment to the core values is the foundation of that trust. Ethical lapses sabotage this trust and can be personally and organizationally damaging.

Today, the U.S. Army preserves the spirit of the Declaration of Independence by our adherence to the service's core values, which it teaches to its soldiers and expects them to uphold:

- ◆ Loyalty: the code of the American soldier is to bear true faith and allegiance to the U.S. Constitution, the Army, the unit and other soldiers;
- ◆ Duty: to fulfill obligations;
- ◆ Respect: to treat people as they should be treated;
- ◆ Selfless-Service: to put the welfare of the nation, the Army, and subordinates before our own;
- ◆ Honor: to live up to all the Army values;
- ◆ Integrity: to do what's right, legally and morally;
- ◆ Personal courage: to face fear, danger, or adversity, whether physical or moral.

Guided by these values, America's Army stands ready to protect and fight for the ideals of freedom and equality. Those of us who have chosen the military service know the high cost of freedom.

America's Army has always responded to the call to fight for the principles of democracy outlined in the Declaration of Independence.

The purpose of our Army remains constant: to fight and win our nation's wars to gain decisive victory on the battlefield. America's Armed Forces emerged as the world's sole global military power.

Our Army's cutting edge technology and information dominance assure our ability to fight and win battles whenever and wherever we are called upon to do so.

Winning in today's complex world means much more than destroying an opponent's military forces. For today's Army, winning often means showing up, standing firm and being patient. Winning in Korea, for example, has meant holding the line for more than 46 years.

Today, winning can be a fight against starvation and disease, as when we delivered food and clean water to refugees in Africa. At home, winning means cleaning up and rebuilding after a killer hurricane. Winning in Haiti meant helping to restore democracy to an island near our own shores. Winning today means working closely with others to keep peace in Bosnia.

During the past year, soldiers in America's Army deployed to over 100 countries; more than 100,000 soldiers were stationed in foreign countries. On any given day, there are 30,000 American soldiers deployed to more than 70 countries, as part of joint and combined operations and exercises. They are the heirs to a proud tradition of Army values that began almost two-and-a-quarter centuries ago.

As an active member of the greatest Army in the world, I consider it an honor to thank all those who serve/served and their families for their values, continuous support, their sacrifices, dedication and contributions, for this one great nation under God and for our independence.

FROM THE HHC COMMANDER



Capt. John Manning

Consider developing a BSC for yourself, your family

As you know, we at AR-PERSCOM are using the “Balanced Scorecard,” or BSC, as part of our strategic management system to help us translate our strategy into action.

Simply stated, the BSC can be used anywhere. It is not exclusive to AR-PERSCOM, other government organizations or corporations. Any activity that you lead or manage can benefit from a BSC. Remember, you can’t manage what you can’t measure.

One organization that’s close to home that can benefit from the BSC — your family — is the most important activity you lead, manage, work, etc.

Remember, the BSC is a tool to help turn strategy into action, to help you attain your vision. So what is your “vision” for your family? As with our command, the family needs a mission, vision, values and goals.

Similar to how AR-PERSCOM developed its mission, vision, values and goals, your family can do the same thing: You meet, discuss, argue and finally come to consensus.

But the work really begins after you establish your balanced scorecard. You have to put it to work. You have to plan to accomplish your goals. You have to actually conduct the measurements. You have to act on the measurements. You have to meet regularly to ensure your BSC is still valid for your everchanging conditions.

Here are some interesting sites that might help you build your family’s BSC:

<http://www.franklincovey.com/customer/missionform.html>

<http://www.kpmgconsulting.com/>

<http://www.balancedscorecard.org/>

<http://www.fcn.gov/reinvent/pool/press26g.htm>

<http://www.geocities.com/SiliconValley/Vista/8405/ddli.html>

<http://www.sytisma.com/bsc/links/links05.htm>

Below are the basics for a notional Family Strategic Plan and Balanced Scorecard:

Mission

Created to develop a loving team of educated, caring, fun-oriented individuals who support each other through teamwork, mutual respect, discipline and encouragement, and who work to better the family team, local community and world.

Vision

A loving, healthy, educated team that enjoys life and has fun together.

Values

Honesty — truthful in all action

Loyalty — correct ordering of obligations

Sample BSC for a Family

Perspective Objective Measure

1. Survival

1.1. Remain healthy and in shape

1.1.a. Number of visits to doctors

1.1.b. Scores of Family PFT

1.2. Remain alert and street smart

1.2.a. Number of accidents

2. Fun

2.1. Focus on fun activities for entire family

2.1.a. Number of successful family fun activities

2.2. Ensure all family members have enjoyable and worthwhile hobbies

2.2.a. Number of hobbies per family member

3. Education

3.1. Ensure children have quality education

3.1.a. Student report cards

3.1.b. Standing of school in the community

3.2. Continue adult education

3.2.a. Amount of education per adult

3.3. Always have a book to read and computer to use

3.3.a. Number of books read

3.3.b. Amount of access to computers per family member

4. Love

4.1. Express love often in word and action

4.1.a. Amount of time smiling and being happy vs. arguing

5. Time

5.1. Spend time on family activities

5.1.a. Amount of time spent together as a family

5.2. Spend time between family members

5.2.a. Amount of time spent between each family member with another

6. Communication

6.1. Conduct weekly calendar meetings

6.1.a. Number of calendar meetings accomplished

6.2. Never go to bed mad

6.2.a. Number of times went to bed mad

6.3. Stay in touch with friends (network)

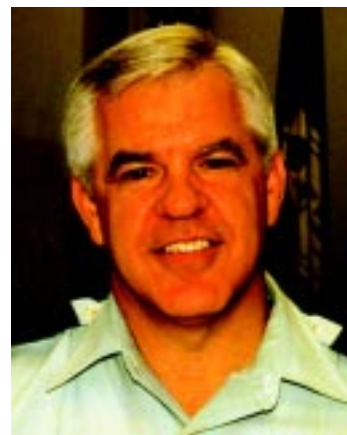
6.3.a. Number of communications per friend

7. Contribution

7.1. Give back to our city, state, country, world

7.1.a. Number of volunteer activities per family member

From St. Louis to Bangalore



Chaplain (Col.) Stephen Leonard

From St. Louis to Bangalore -- not Bangalore, Maine, but Bangalore, South India!

I read a book some years ago entitled **From Beirut to Jerusalem**. Its credits include this gem, "If you are going to read one book on the Middle East, this is it."

That wonderful book prompts my thinking in sharing with you about my recent trip with my son to South India.

Thomas Friedman, the author of that book, develops the contrasts and conflicts, the complexities and passions, which mark the Middle East as portrayed in Beirut and Jerusalem and all points in between.

He purposes to describe and unravel the intricately complex, yet simple, age-old struggle between differing peoples and cultures, religions and traditions which keeps the region always at or near the boiling point. Yet the peoples of the Middle East are neighbors. And in the global view of the 21st century, Americans are also neighbors of the peoples of our world. India, as far away as it is -- and as different as it is -- is our neighbor.

I went from St. Louis to South India in May accompanying my son who would be taking a five-week college course in the ecology and animals of South India.

Having had an interest in India for many years, I saw this as an opportunity to confirm my belief that God was leading me to assist the Church in India after my retirement from the Army. I now know he was.

Two of my older children had already been to India and often remarked that you cannot describe it, or even show pictures,

to perfectly satisfy the understanding of those who have never been there. You have to see it in person. How right they were!

There are incredible contrasts between India and America that overwhelm all the senses. Some Americans have told me that they do not even want to visit because of what they have heard, seen via media, or perceived. Personally, I have been in Third World countries before, but India was a unique experience, but it was not a shock by any means. It was more mesmerizing, fascinating. It elicited both sadness and joy.

Sounds, smells, sights overwhelm you. Driving is for the uninitiated your worst nightmare. Trashcans are non-existent. So where do you put your trash? Anywhere, everywhere!

Poverty is difficult wherever it exists in the world, but poverty in India is indescribable. Nevertheless, prosperity is present and woven throughout the society. And what a populous society. India is only one-third the size of the United States in land mass, but just surpassed a billion in population, four times the U.S. numbers.

And you need to have a strong stomach! Not only for the HOT food (the land of curry and peppers), but for the many amoebas that lurk in the water, food and elsewhere. But if you stay long enough they tell me, your stomach and intestines will adjust.

Conning might be a crime in America, but, in India, it is a way of life, though they

might call it bargaining, or making a living.

The contrast is incredible, even life-changing!

So what responsibility do I have to India? What responsibility do we Americans have to India? Or Bosnia, Somalia, Vietnam, Japan or New Guinea?

As soldiers we go where our nation sends us. Usually we are there to restore peace or keep peace, to protect, provide help, alleviate suffering and oppression. We are often not thanked, appreciated or even liked. But we still go, and we have made a difference.

The American soldier has been to most of the countries of the world. Over the U.S. Army's history, the G.I. has seen it all. In most cases, the American soldier has become an ally and friend of the peoples of foreign and alien lands and cultures.

Our installations and Army communities show the results of our worldwide involvement in the spouses and children that add to the beautiful and amazing diversity of the Army and American population. We have been missionaries of democracy and peace, of values arising out of our Judeo-Christian roots and influences, as well as warriors who must fight and defend against violent enemies.

Still, you do not need to go to India. From St. Louis to Bangalore or from St. Louis to your neighbor next door: Where you need to go and serve is where God puts you or leads you -- where you can make an eternal difference in people's lives and by so doing make an eternal difference in your own.

PASD drastically reduces backlog

The U.S. Army Reserve Personnel Command's Personnel Actions and Services Directorate has reduced its backlog of veterans inquiries to 3,700 or a working balance of only about 60 days.

PASD had had about 138,000 records and their corresponding veterans inquiries, including about 7,000 congressional inquiries. That number dates from September 1997, about the time the directorate was formed.

PASD deputy director Dennis Mikale attributes this success to "a lot of work by a lot of people — PASD people to be sure but also RM (Resource Management), CPAC (Civilian Personnel Advisory Center), and the support of the Command Group."

Mikale wanted to credit the Veterans Support Branch under PASD's Personnel Support Division specifically.

"I would definitely like to mention Liz Tatum and her crew for hanging in there — in the trenches — and working through a lot of turbulence in terms of re-engineering, personnel, changes in policy, etc. Without them providing the base or core operations, this would not have happened," he said.

Mikale said PASD officials reviewed the situation and opted for a multifaceted approach:

- The awards portion was contracted out to the National Personnel Records Center under the National Archives and Records Administration, which is collocated with AR-PERSCOM in the Federal Records Center.

- Old, duplicate cases were retired.

- Remaining cases were analyzed as were PASD's business processes. Many were re-engineered.

- PASD emphasized congressionals, which by regulation must be responded to within a certain time, depending on the type of inquiry. PASD reduced the working balance to fewer than 50.

- PASD coordinated with the Department of Veterans Affairs on cases and adopted the new, automated VA-PIES system.

- PASD coordinated with the Department of Labor, and inquiries from that organization now go to the Defense Finance and Accounting Service, or DFAS.

- Inquiries for which the records were not locatable were immediately turned around.

- Local PASD resources were applied to this problem: Overhires, overtime and incentive programs were used to reduce the backlog. At the same time, PASD employees handled new inquiries, which number about 20,000 per year.

Congress legislates PERSTEMPO tracking *Qualifying soldiers get high-deployment per diem*

Public Law 106-65 Fiscal Year 2000 National Defense Authorization Act, or NDAA, requires the Army and its reserve components to start monitoring and tracking PERSTEMPO duty days, according to a Department of the Army message.

Personnel Tempo, or PERSTEMPO, is the status or availability of personnel only. OPTEMPO involves operations and includes the status on equipment, supplies and training in addition to personnel.

The FY00 NDAA requires the Army to track individual deployment days of all soldiers in accordance with a congressionally approved definition of "deployed." The definition of "deployed" is still under development. The FY00 NDAA also requires the Army to pay a high-deployment per diem of \$100 each day a soldier is "deployed," in accordance with the congressionally approved definition, beyond an established threshold of total accrued deployed days — not consecutive deployed days — within the preceding 365 days. The mandated thresholds by Congress are 182, 220 and 251 days.

Congress will require the Army to manage soldiers differently at three different deployment thresholds. The thresholds currently are:

- a. At Threshold 1 (182 days), a soldier is identified as a "high-deployment days" soldier and will be managed by the first general officer in the soldier's chain of command.

- b. At Threshold 2 (220 days), approval by a four-star general is required for a soldier to either deploy or remain deployed beyond this threshold.

- c. At Threshold 3 (251 days), a soldier begins receiving \$100

per diem payment for every day the soldier is deployed 251 days or more out of the preceding 365 days.

The Army will continue to "manage to mission;" however, every attempt will be made to ensure that a soldier does not exceed the payment threshold for deployment unless absolutely necessary. Commanders at all levels must be proactive in managing their individuals soldiers' deployment days. The Army will implement an automated PERSTEMPO reporting and accounting capability to initiate tracking and other requirements specified in the FY00 NDAA.

Army PERSTEMPO implementation timelines:

- a. By Aug. 1: PERSCOM; Office of the Chief, Army Reserve, or OCAR; and the National Guard Bureau will publish policy and procedural implementation guidance for tracking PERSTEMPO events. Separately, at a later date, the Office of the Deputy Chief of Staff for Personnel, or ODCSPER, DAPE-PR, will publish entitlement policy.

- b. Oct. 1: Tracking begins (not retroactive).

- c. April 1, 2001: The first general officer in the soldier's chain of command will manage soldiers whose PERSTEMPO exceeds 182 days.

- d. Oct. 1, 2001: Begin payments to soldiers deployed in excess of the established payments threshold. (Payments are not retroactive.) First payment of \$100 will be payable Oct. 1, 2001.

Headquarters, Department of the Army, in conjunction with the Department of Defense, will continue to analyze the PERSTEMPO provisions of FY00 NDAA and provide additional guidance, as it becomes available.



THE GATEWAY

Information for the USAR Full-Time Support Community

A special pullout section of the Hub



OPMS XXI *Functional area added for HR*

by Maj. Rhonda Smillie and Maj. Linda Otey

The implementation of OPMS XXI is underway in the U.S. Army Reserve.

Under Officer Personnel Management System XXI, force-structure documents are being re-coded to eliminate deleted functional areas and create structure incorporating the new ones.

Courseware is being developed to ensure USAR officers become qualified in these new FAs.

The new FA 43, Human Resource Management, is leading the way in courseware development and full integration within the USAR. Many USAR officers, particularly

those qualified under FA 41 (Personnel Programs Management) have questions concerning the responsibilities and qualification requirements for FA 43.

What does a 43 do?

FA 43 is the Army's professional human resource, or HR, manager. FA 43 officers develop, interpret, integrate and implement the Army's HR programs and policies affecting all aspects and levels of the military and civilian work force. HR managers are the principal coordinators of activities that assist all commanders and leaders to fulfill their responsibilities to develop, and

properly motivate, military and civilian personnel. FA 43 officers direct programs and implement policies that build and sustain the combat readiness and job satisfaction of the work force.

While it is the adjutant general's responsibility to manage the official personnel data of soldiers, it is the responsibility of FA 43 officers to focus on the character, values, leadership, morale and motivation of the entire force. These officers support the life-cycle functions of structure, acquisition, distribution, development, deployment, compensation, sustainment and transition.

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Retiree Appreciation Day is important for soldiers, retirees, families alike

Active-duty soldiers and their family members can start getting ready for retirement by finding out more about retirement benefits.

Retirees and their family members can get more information on complex topics like retiree health care. Attending an Army Retiree Appreciation Day, or RAD, could provide you the information you need.

RADs are held at major Army installations to bring retirees and their families up-to-date information on changes in retirement benefits, privileges, and entitlements. RADs are put together by the Retirement Service Office, or RSO, at the installation, often with the help of the installation retiree council and other retiree volunteers.

RSOs put together a program of guest speakers and displays covering topics such as health care, retired pay, Survivor Benefit

Plan, veterans benefits, Social Security, military legal aid and retirees as adjunct recruiters. Some RSOs are able to offer health fairs with blood pressure and other screening.

Look below to find the RAD in your area. For more information, contact the RSO sponsoring the event. You can get the RSO's number by calling the installation operator or by visiting the Army Retirement Services homepage at <http://www.odcsper.army.mil/retire/retire1.asp>

| | |
|---------|--|
| Aug. 5 | Tobyhanna, Penn. |
| Aug. 18 | Fort Lewis, Wash. |
| Aug. 26 | Selfridge Air National Guard Base, Mich. (sponsored by Fort McCoy, Wis.) |
| Sept. 7 | Carlisle Barracks, Penn. |
| Sept. 8 | Fort McCoy, Wis. |

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From the sergeant major



FTSMD needs your support

by Sgt. Maj. Terry W. Marmaduke

We need your support on a couple of issues near and dear to all enlisted soldiers. First, the Calendar Year 2000 United States Army Reserve (USAR) Active Guard Reserve (AGR) Master Sergeant/Sergeant Major Promotion Board and Qualitative Management Program (QMP) Screen is right around the corner, and, our Personnel Management Noncommissioned Officers (PMNCOs) have been instructed to restrict movement of soldiers prior to completion of tour stabilization.

Many of you have probably read the article in the *Army Times* concerning the February 2000 USAR/AGR Sergeant First Class (SFC) Promotion Board and QMP Screen. Specifically, the lack of support provided by this directorate to prepare the board packets prior to the convening date, and requests from the board recorder for additional information while the board was in session. I can tell you that after speaking with a representative from the U.S. Total Army Personnel Command (PERSCOM), the article was not factual. We are in the process of gathering and compiling data to write our own article for publication. We have no intention of getting into a tit for tat battle with a disgruntled board member, however, the figures will speak for themselves.

In the meantime, we need your support to make the 2000 MSG/SGM board the best ever. The Personnel Qualification Records (PQR), Parts I & II, and memorandums of instruction for all eligible soldiers were mailed

in June. This is what we need from you:

a. Review your PQR, make appropriate changes, attach substantiating documents to support your changes, sign and return to us as soon as possible, but not later than 4 Aug 00.

b. DO NOT delay return of your PQR pending receipt of your official photograph. The photograph can be mailed to us at a later date, as long as it is received prior to the board convening date (3 Oct 00).

c. For eligible MSG/1SG, return a signed declination statement if you do not want to be considered for selection to Sergeant Major/United States Army Sergeants Major Course (USASMC) attendance.

d. DO NOT wait until you're non-selected to submit missing Noncommissioned Officer Evaluation Reports (NCOERs), awards and decorations, certificates of achievement, appreciation, or commendation, military training certificates, or official college transcripts/diplomas. Return these documents with your PQR.

e. You have the option to write a memorandum to the President, 2000 MSG/SGM Promotion Board. No one can direct you to write a memorandum to the board; however, in a previous article I recommended that you write one if you have been on extended medical profile. If you have a serious problem that has taken more than 12 months to resolve, write a memorandum and explain your situation. This is the only way a board will know that you have a legitimate reason for not taking and passing a recent Army Physical Fitness Test (APFT).

f. If you plan on retiring in 2001, do one

of the following:

(1) If you're within 12 months of the retirement effective date, submit your application now.

(2) If you're more than 12 months out, submit your declination for consideration to SGM/USASMC.

DO NOT wait until after the board results are released to submit your application. If you are selected, you cause a select objective to be wasted, and you prevent two other deserving soldiers from being selected for promotion (one for the position you were selected for, and one to fill the position you're currently occupying). Not to mention the commander who's been waiting for us to fill his/her vacancy.

Good luck to all of you. A complete packet, professional photo, and timeliness counts!

The other issue we need your help on, is tour stabilization. Normal tour stabilization is five years for enlisted soldiers. We are committed to the Chief, Army Reserve, supported commanders and all of you to meet that objective. Please do not submit or re-submit a request to move, unless you are selected for promotion or have an unforeseen circumstance, until you are within 12 months of completing your stabilization. As with every personnel policy, there will be exceptions, but all requests to move prior to completion of stabilization will be scrutinized. The increased emphasis on stabilizing the force is to support commanders, save permanent change of station (PCS) costs, and to give our soldiers and their families a chance to catch their breaths now that the process of downsizing/rightsizing is complete.

From the eagle's nest



A closer look at time on station

by Col. Barry B. Gallagher

If you look in Army Regulation 140-30, Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program, you will find that the “normal duration of attachment will be four years for officers, five years for warrant officers and enlisted soldiers.”

If you look at the average Time on Station, or TOS, for AGR soldiers, you will find that we have been missing these targets for some time.

In August 1999, I had my staff examine the TOS numbers to see how close we were to achieving the intent of AR 140-30. What I discovered was quite surprising. Here are the TOS averages for AGR soldiers who had at least three years in the program as of July 30, 1999:

| <u>Enlisted</u> | <u>Officer</u> | <u>Warrant Officer</u> |
|-----------------|----------------|------------------------|
| E4 2.50 yrs | 02 1.68 yrs | W2 2.97 yrs |
| E5 2.07 yrs | 03 1.49 yrs | W3 2.88 yrs |
| E6 2.16 yrs | 04 1.64 yrs | W4 2.76 yrs |
| E7 2.81 yrs | 05 1.91 yrs | W5 2.37 yrs |
| E8 2.16 yrs | 06 1.90 yrs | |

These numbers raise a lot of questions, don't they? The next question I asked my staff was, “Why are we moving soldiers so frequently?” I asked them to provide me with the main categories of reasons for permanent change of station moves and the numbers of each.

Here are the main reasons why soldiers are moved in the AGR program:

- ◆ Attrition – retirements; release from active duty, or REFRAD; expiration of term of service, or ETS
- ◆ Promotions
- ◆ Resident schooling
- ◆ Structure changes
- ◆ Tiered Readiness requirements – We must fill high-priority positions.

I was unable to see the numbers for each category of move because we had not been tracking this type of information. We are now monitoring these numbers very closely. I did find out that promotions and Tiered Readiness requirements are the two biggest “drivers” in the PCS process.

I briefed the TOS numbers and the PCS “drivers” to Maj. Gen. Thomas J. Plewes, Chief, Army Reserve, in September 1999. Like me, he was surprised with the figures and concerned about the impact these numbers had on readiness and our budgets.

Plewes directed me to focus on this problem during FY 2000 and find some ways to increase the TOS averages for the AGR program and reduce PCS costs.

We made changes in our orders-tracking process to identify the reasons for a PCS move and how long each soldier has been assigned to a particular area. We also started to question every move that was planned for soldiers who fall below the TOS targets in AR 140-30.

We have seen a reduction in Force Structure changes during the last year, and we hope the trend continues. Stabilization of the structure would greatly enhance our efforts to reduce the turbulence in the AGR force.

We continue to make progress in both areas, but there is still much work to do. If you are a commander, you can expect that you will be able to keep soldiers longer than you have in the recent past. If you are a soldier, you can expect to stay in a geographic area longer than the TOS averages show.

Longer time-on-station averages will continue to be one of our most important targets in FTSM. It makes sense for a number of very good reasons. First it will allow us to meet the intent of AR 140-30. Second, it will help increase readiness. Third, it will help us reduce PCS costs and save our valuable resources for higher priority needs in the USAR. Finally, it can reduce the turbulence for AGR soldiers and their families, and increase quality of life.

FTSM's soldiers and civilians are committed to making great strides in this important area, and I will report our progress to you.

**OPMS XXI
FA 43 ADDED**

continued from page 9

USAR FA 43 Implementation

The Army Reserve is currently incorporating FA 43 into personnel authorization documents. For USAR officers to become FA 43 qualified, they must complete the FA 43 course either at the two-week resident course taught at DA PERSCOM or the CD-ROM distance-learning package.

The two-week resident course is in its pilot year. Currently, only Active Component, National Guard Active Guard Reserve and USAR AGR officers can attend due to limited seats.

The CD-ROM version is under development and scheduled for release in fiscal year 2001.

In addition to successful course completion, an officer must serve 12 months in an FA 43 position. FA 41 officers are not automatically transferred to FA 43.

Interested?

If you are an AGR officer interested in becoming a human resource manager for the Army, send a DA Form 4187 to your

personnel management officer:
Commander, AR-PERSCOM
ATTN: ARPC-ARO
1 Reserve Way
St. Louis, Mo. 63132-5200

Training for troop program unit, or TPU, officers; Individual Mobilization Augmentees; and officers in the Individual Ready Reserve is pending completion of the CD-ROM courseware and will be based on priority of positions.

For more information on OPMS XXI, check out the website:

<http://www.army.mil/usar/ar-perscom/arpercom.htm>

and under Organizations, click on Propensity Office,
or visit the FA 43 website:

<http://www.army.mil/fa43/index.htm>

Maj. Rhonda D. Smillie is the USAR personnel propensity and integration officer for AG, FI, 43 and 45. Maj. Linda Otey is the AG and HR personnel manager in the Full Time Support Management Directorate. Both are assigned to the U.S. Army Reserve Personnel Command, or AR-PERSCOM, in St. Louis.

RAD

RETIREE DAY NOT JUST FOR RETIREES

continued from page 9

| | | | |
|----------------|--|---------------|--|
| Sept. 9 | Fort Drum, N.Y. | Oct. 6 | Fort Myer, Va. |
| Sept. 9 | Redstone Arsenal, Ala. | Oct. 13 to 14 | Oakdale, Penn. |
| Sept. 14 to 16 | Fort Sill, Okla. | Oct. 14 | Houston, Texas (Fort Sam Houston, Texas) |
| Sept. 15 to 16 | Fort Gordon, Ga. | Oct. 21 | Fort Leavenworth, Kan. |
| Sept. 16 | Fort Dix, N.J. | Oct. 21 | Fort Monmouth, N.J. |
| Sept. 21 | Duluth, Minn. (Fort McCoy, Wis.) | Oct. 26 to 28 | Fort Knox, Ky. |
| Sept. 23 | USAREUR, Heidelberg | Oct. 27 to 28 | Fort Rucker, Ala. |
| Sept. 22 to 23 | Twin Cities area, Minn. (Fort McCoy, Wis.) | Oct. 27 to 28 | Fort Sam Houston, Texas |
| Sept. 22 to 23 | Fort Bragg, N.C. | Oct. 28 | Fort Polk, La. |
| Sept. 23 | Fort Lee, Va. | Oct. 28 | Fort Bliss, Texas |
| Sept. 29 to 30 | Fort Leonard Wood, Mo. | Nov. 2 to 3 | Fort Benning, Ga. |
| Sept. 29 to 30 | Fort Meade, Md. | Nov. 4 | Fort Hamilton, N.Y. |
| Sept. 29 to 30 | Fort Hood, Texas | Nov. 4 | Quad Cities Area, Ill./Iowa (Fort McCoy, Wis.) |



The Gateway

A special pullout section of the Hub

Summer 2000

Story coordinator

Master Sgt. Janet DeVos

Full Time Support

Management Directorate

AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to all AGR and military technician personnel as well as to the employees of the U.S. Army Reserve Personnel Command, or AR-PERSCOM. This insert is governed by Army Regulation 25-30.

For story ideas, send electronic mail, or e-mail, to:

janet.devos@arpstl.army.mil

For editing, layout and design questions:

zpa@arpstl.army.mil

Comments can also be sent to:
AR-PERSCOM

ATTN: ARPC-ZPA/Hub editor
or ATTN: ARPC-AR/Ops NCOIC

1 Reserve Way
St. Louis, Mo. 63132-5200

AR-PERSCOM Public Affairs telephone numbers are:

(314) 592-0726, DSN 892-0726.

To change your address, contact your personnel manager.

Today's Mil Tech

Gateway's mil tech section eliminated

The Military Technician Branch now has its own link on the U.S. Army Reserve Command, or USARC, Intranet.

Any items of interest for the military technician community will be published in the Military Technician Bulletin, found on the USARC Intranet, and Voice of the Double Eagle, or VODE.

The Military Technician Branch appreciates the support it has received from the staff of the Hub/Gateway. The current issue will be the last time the Military Technician Branch publishes in the Hub/Gateway.

Visit the new site at:

<http://www.usarc.army.mil/dcsperstuff/MilTech.doc>

Technicians requiring assistance or information can contact any member of the office at the phone numbers listed below. Doug Gray is the branch chief. All members can also be reached using their electronic mail, or e-mail, addresses listed on Microsoft Outlook's Global Address List.

East Region

65th Regional Support Command, 77th RSC, 81st RSC, 94th RSC, 99th RSC and the direct reporting commands, or DRCs, headquartered in each RSC region.

7th ARCOM; 8th Army; 9th RSC;

U.S. Army Civil Affairs and Psychological Operations Command, or USACAPOC; and USARC/Miscellaneous.

Pat Hines/team leader (404) 464-9250

Gwen Bergeson (404) 464-9036

Jimmy France (404) 464-9037

Pat Rhone (404) 464-9031

West Region

63d RSC, 70th RSC, 88th RSC, 89th RSC, 90th RSC, 96th RSC and the DRCs, headquartered in each RSC region.

Phillip Willson/team leader (404) 464-9417

Jennifer Collins (404) 464-9034

Debbie Johnson-Taylor (404) 464-9036

Warren Mills (404) 464-9035

Web sites keep mil tech community informed

Use information highway to get lowdown on personnel issues

Some military technicians have expressed concern regarding their organizations not receiving information at their level of command.

Below, the Military Technician Branch provides a list of web site addresses to assist you in obtaining current information on personnel issues that may affect mil techs:

◆ Military Technician Bulletin on the

U.S. Army Reserve Command, or USARC, web site <http://www.usarc.army.mil/dcsperstuff/MilTech.doc>

◆ Army Civilian Personnel Online www.cpol.army.mil

◆ Office of Personnel Management (federal government's human resources agency) www.opm.gov

◆ Defense Civilian Personnel Management Service www.cpms.osd.mil

◆ Office of Personnel Management (for job searches in the federal government) www.usajobs.opm.gov

◆ Federal Employees New Digest Home Page www.clubfed.com

◆ Fedweek www.fedweek.com

◆ Federal Times www.federaltimes.com

◆ Federal Report

www.washingtonpost.com and

◆ Veterans Affairs www.va.gov

Army, VA form health alliance

Up to 15,000 U.S. Army Reserve and National Guard soldiers can now receive physical examinations, immunizations and dental screening at over 10,000 participating Department of Veterans Affairs medical facilities and Federal Occupational Health providers, according to Army Public Affairs.

The Federal Strategic Health Alliance program, or FEDS_HEAL, is being implemented following last year's successful pilot program between the VA and the 81st

Regional Support Command in the Southeastern United States, said Maj. Don Donahue, medical operations officer for the Chief of the Army Reserve.

Reservists can receive quality, cost-effective medical and dental services from Federal Occupational Health providers as well as participating Veterans Affairs medical facilities near their homes, work or Army drill neighborhoods, Donahue said.

"This program will eliminate the need for reservists to travel, sometimes hundreds

of miles, to receive medical services at a military medical facility," he said. "This will help reduce the time reservists spend away from training to pursue medical and dental evaluations."

Equally important, the program will not interfere with veterans' access to services. "In fact, FEDS_HEAL is designed to provide additional revenue that can be used to expand veteran services," he said.

Units can request medical and dental services for their soldiers and receive ap-

'Fit to fight'

Sgt. 1st Class Joe Urtado is quizzed by Master Sgt. Jana Buckner-Gallagher of the U.S. Army Reserve Personnel Command's Equal Opportunity Office during AR-PERSCOM's Common Task Training in late June. Urtado, an AGR National Guardsman in the National Guard Affairs Office, gives a nuclear/biological/chemical, or NBC, report on the environment of the "affected area" using SALUTE: size, activity, location, units, time and equipment. Keeping soldiers safe, healthy and "fit to fight" is one reason behind CTT.



Photo by Master Sgt. Bonita Davis

New, cheaper dental plan allows

by Staff Sgt. Kathleen T. Rhem, USA
American Forces Press Service

WASHINGTON, June 13, 2000 – DOD's new TRICARE Dental Program will feature lower premiums, expanded services and cost ceilings, and will allow reservists and their families to enroll.

The Department of Defense awarded a \$1.8 billion, five-year contract in April to United Concordia Companies Inc. of Camp Hill, Pa., the current TRICARE Family Member Dental Plan administrator. Changes take effect Feb. 1, 2001. "One of the most significant changes is that reserve component members and their families will be eligible to enroll," said Navy Capt. Lawrence D. McKinley, the TRICARE Management Activity's senior consultant for dentistry.

During the first two years of the contract, premiums for active-duty family members will drop from the current levels. The \$8.53 single and \$21.33 family rates will drop to \$7.63 and \$19.08 respectively during the first year, and remain below current levels even during the second year. Premiums for reservists on extended active duty and their families will mirror those of active duty members, however premiums for families of reservists not on active duty will be somewhat higher. After the first two years, premiums may rise but "will remain very reasonable," McKinley said.

Other improvements include:

- o The enrollment "lock-in" period falls from 24 months to 12. That is, active duty members must have 12 months left on their current term of service to enroll. Reservists must "express intent" to remain in the reserves for at least 12 consecutive months.

e for Reserve Components

proval and a service site through a central automated system developed during the pilot program, Donahue said.

FEDS_HEAL will also relieve medical units from having to administer routine exams and screenings, will help create a better tracking system on medical and dental readiness and cost, and will offset a decrease in available military medical facilities due to downsizing, he said.

Donahue estimates that up to 45,000 more reservists and guardsmen will benefit next

year when FEDS_HEAL is expanded even further.

The FEDS_HEAL initiative is designed to be a cost-effective source of services for the Guard and Reserve. The successful pilot was based on a comprehensive program model developed by the Army Office of the Surgeon General. The model projected all medical and dental services required by law for reservists and priced them at a competitive rate for the entire nation.

A memorandum of understanding paved the way for the program expansion. The agreement was recently signed by Patrick T. Henry, assistant secretary of the Army for manpower and reserve affairs, and Dr. Thomas L. Garthwaite, VA's acting under secretary for health. The Army/VA agreement mirrors one signed last year between the Army and the Department of Health and Human Services, and formalized the Federal Strategic Health Alliance between the three agencies.

Overweight affects AGR officers' careers

Army Regulation 600-9, The Army Weight Control Program, establishes weight/body fat standards for all soldiers. Refer to this reference for exceptions and details regarding weight maintenance. The responsibility for maintenance of these standards is yours.

When the Army's weight/body fat standards are not met, a DA Form 268, Suspension of Favorable Personnel Action (Flag) is initiated against the officer. The officer is counseled by a health-care provider and enrolled in a weight control program.

Monthly weigh-ins are done to monitor

progress. Satisfactory progress in the program is a loss of 3 to 8 pounds per month. After 6 months in a weight control program, separation action will be initiated against an officer who has not made satisfactory progress in the program unless there is an underlying medical problem or other good cause, which justifies additional time in the program.

When a soldier meets AR 600-9 standards after enrollment in the weight control program, the flag is removed; however, this should not be the end of the soldier's diligent efforts to maintain the weight/body fat standards. Records of participation in

a weight control program are maintained for 36 months.

If a soldier fails again to meet weight/body fat standards within 12 months of his or her previous removal from the program, separation will be initiated. If failure occurs after the 12th month but within 36 months of removal from the program, the soldier will be given 90 days to meet the standards. If the standards are not met at that time, separation will be initiated.

Soldiers must be able to meet the physical demands of their jobs so weight/body fat maintenance should be an ongoing issue.

s RC soldiers, families to enroll

o United Concordia will take over enrollment responsibilities from the services' personnel offices. McKinley said this should improve customer service by allowing beneficiaries to deal directly with the contractor. Current enrollees will automatically transfer to the new system.

o The annual maximum for general dentistry increases from \$1,000 to \$1,200, and the lifetime maximum for orthodontic care goes from \$1,200 to \$1,500.

o General anesthesia and intravenous sedation will be covered.

o Coverage of diagnostic and preventive services expands.

Most of the changes stem from customer feedback. "We've been listening to the beneficiaries. We've incorporated as many of their suggestions as possible," McKinley said. "We also listened to concerns from line commanders about dental readiness

and the quality of life of their people."

He also said DOD officials constantly monitor civilian insurance programs. The new TRICARE plan, he said, "easily matches most insurance programs of Fortune 500 companies and is better than many."

McKinley stressed the program will evolve over the five years of the contract. TMA officials monitor civilian plans to pick up on trends and to look at things worth adopting. "Each option year, we will review what we have, and we will improve as we go along if costs will not be increased," he added.

DOD and United Concordia plan to conduct customer-satisfaction surveys monthly. For more information, beneficiaries can call United Concordia's toll-free customer-service line, 1 (800) 866-8499 or visit the company's web site at www.ucci.com

Now's your chance to enhance your career...

Eligible officers, apply for

All eligible Reserve officers are encouraged to apply for the following Additional Professional Development Education, or PDE, courses.

The letter of instruction will be available on the AR-PERSCOM homepage at www.army.mil/usar/ar-perscom/arpercom.htm

■ **Reserve Component National Security Course, or RCNSC**, offered February 2001 in Washington, D.C. The suspense date is Oct. 2. It is also offered July 2001 in Washington, D.C., with a Jan. 5, 2001, suspense date.

Course Description: RCNSC is a unique two-week program offered two times each year for officers of the Reserve components and selected civilians who work in the field of mobilization preparedness. The curriculum consists of lectures, panel discussions, seminars, and simulation exercises dealing with national security policy and defense resource management. The course is presented by faculty members of the National War College and the Industrial College of the Armed Forces as well as by distinguished guest speakers.

Eligibility Requirements. Prerequisites for this course are as follows and may not be waived:

- ☐ Be in the grade of lieutenant colonel or colonel.
- ☐ Have a minimum of two years of service remaining upon course completion.
- ☐ Be a Command and General Staff Officer Course, or CGSOC (commonly called CGSC), graduate.
- ☐ Not have been selected for or attended a Senior Service School.
- ☐ Not have previously attended a RCNSC or the Reserve Com-

ponent National Security Issues Seminar, or RCNSIS.

- ☐ Meet height/weight standards.

Funding and Orders Publication: AR-PERSCOM is responsible for funding and order publication.

■ **Defense Strategy Course, or DSC**, by correspondence, offered December 2000 to May 2001. The suspense date is Oct. 2. It is also offered by correspondence May 2001 to November 2001 with a Jan. 5, 2001, suspense date.

Course Description: The DSC is a correspondence course that is designed to examine issues that influence national security strategy. The DSC was developed to provide selected Active Army and Reserve Component officers an innovative course of study concentrating on fundamental and contemporary issues affecting U.S. national security strategy. Upon completion of this course, graduates should have developed a broader perspective for analyzing and explaining the military's role in national security.

Eligibility Requirements. Prerequisites for this course are as follows and may not be waived:

- ☐ Be in the grade of major through colonel.
- ☐ Have a minimum of two years of service remaining upon course completion.
- ☐ Be a CGSOC graduate.
- ☐ Not selected for, enrolled in, or a graduate of a Senior Service College, DSC, RCNSC or RCNSIS.

■ **National Security Studies Seminar, or NSSS**, offered May 2001 in Toronto, Ontario, Canada. The suspense date is Oct. 2.

Course Description: NSSS is a unique two-week Canadian

Get your evaluation to the right place

by Sgt. First Class Kenia Bultman

All evaluations on soldiers in Active Guard Reserve; Active Duty Special Work, or ADSW; Annual Training; and Active Duty for Training, or ADT; status are to be forwarded to

Commander, AR-PERSCOM
ATTN: PSV-EO, Building 100
Column 4-G-19
9700 Page Ave.
St. Louis, Mo. 63132-5200.

All Regular Army, or RA, evaluations for soldiers assigned or attached to AR-PERSCOM, are to be forwarded to Commander, AR-PERSCOM
ATTN: ARPC-ZHC (Staff Sgt. Wachiraporn Tweedy)

1 Reserve Way
St. Louis, Mo. 63132-5200.

Tweedy will review them for correctness and then forward the evaluations to the appropriate area at Department of the Army.

For accountability purposes, use a transmittal letter addressed to Evaluations. Do not forward evaluations to other offices with expectations that those offices will get them to the right area. Misrouting evaluations only delays their processing.

This article originally appeared in the Spring 2000 Gateway insert in the April 2000 Hub. Staff Sgt. Wachiraporn Tweedy was misidentified as Staff Sgt. Arla Tweedy. Sgt. 1st Class Arla Tweedy works in the Personnel Actions and Services Directorate.

Additional PDE courses

program offered once a year for officers of the Reserve components. The curriculum reflects a three-tiered approach to a study of national security issues -- lectures, study group discussion, and national security analyses. Seminar members are expected to conduct their own research of assigned topics using both printed and electronic material. The broad range of guest lecturers drawn from both the private and public sectors enables the Security Issues Centre, or SIC, to incorporate current and challenging perspectives and ideas into the curriculum.

Eligibility Requirements. Prerequisites for this course are as follows and may not be waived:

- ☐ Be in the grade of lieutenant colonel or colonel.
- ☐ Have a minimum of two years of service remaining upon course completion.
- ☐ Desirable that officer is an U.S. Army War College graduate, but not required.
- ☐ Must have knowledge of, or experience in, the national security issues of the United States of America.
- ☐ Meet height/weight standards.

Funding and Orders Publication: AR-PERSCOM is responsible for funding and order publication.

■ Joint Reserve Command and Staff Course, or JSCSC, offered July 2001 in Toronto, Ontario, Canada. The suspense date is Oct. 2.

Course Description: JSCSC is a unique two-week Canadian program offered once a year for officers of the Reserve components. JRCSC is modeled after the Canadian Forces College's 44-week Command and Staff Course, or CSC. The material pre-

sented on the JRCSC is drawn from the CSC syllabus. In some instances, exercises and discussions are modified to fit the time constraints of the JRCSC. Topics are introduced through reference reading, presentations by guest speakers or Canadian Forces College lecturers, and tutorial discussions. Some topics are considered further through the use of Staff College exercises. The JRCSC is a very demanding and intense course, and only limited individual preparation time will be available during the Course itself. Therefore, some pre-course preparation is required to optimize the learning value of the Course, including certain written assignments, which must be completed and mailed to the College in advance of the course. *There are approximately 40 to 50 hours required for the completion of these pre-course requirements.*

Eligibility Requirements: Prerequisites for this course are as follows and may not be waived:

- ☐ Be in the grade of major.
- ☐ Have a minimum of two years of service remaining upon course completion.
- ☐ Be a CGSOC graduate.
- ☐ Not have been selected for or attended a Senior Service School.
- ☐ Meet height/weight standards.

Funding and Orders Publication: AR-PERSCOM is responsible for funding and order publication.

For more information on these courses, contact the USAR Board Support Branch at (314) 592-0673, then press 4, and ask for Tina Zucol or Sgt. 1st Class Mary Fuselier. Or visit the AR-PERSCOM homepage at www.army.mil/usar/ar-perscom/arpercom.htm

Foreign-language speakers can earn \$\$\$

by Maj. Christopher M. Lamoureux

Major changes have taken place in the area of Foreign Language Proficiency Pay, or FLPP.

It used to be that only career linguists with certain MOS's or in certain positions could be paid FLPP. Now there are two categories of FLPP -- one for career linguists and one for non-career linguists.

For non-career linguists, the only criteria are that they are on active status

and receiving base pay and have qualified proficiency in a critical need foreign language in the past 12 months. If they receive a level "3" in reading and listening, then they are entitled to an extra \$100 per month of FLPP.

Career linguists can qualify for as much as \$200 per month with a level "3" proficiency in one language and then an additional \$50 for at least a level "2" in a second language and then an additional \$50 on top of that for at least a level "2" in a

third language for a maximum of \$300 per month. The difficulty of a language is no longer a factor.

To find out more information about Foreign Language Proficiency Pay, visit www.asafm.army.mil/financial.htm or www-perscom.army.mil

You may also call the Department of the Army Office of the Deputy Chief of Staff for Personnel, or DCSPER, Compensation and Entitlements at DSN 225-1872 and ask for D.L. Holman.

Soldiers 'take a ride on the Information Superhighway'

In October 1999, the director of the Full Time Support Management Directorate established its focus for fiscal year 2000.

Col. Barry B. Gallagher's intent was to achieve the following goals:

1) Increase the number of Active Guard Reserve, or AGR, recruiters to 100 percent.

2) Achieve the AGR End Strength Objective of 12,804 soldiers and achieve greater balance in the strengths of the Regional Support Commands.

3) Achieve dramatic improvements in customer service

FTSMD has achieved significant progress in all areas during the last eight months. One particular area involves what FTSMD is doing to improve its customer service through the use of the Internet.

When Gallagher first inquired about web statistics in November 1999, FTSMD's average weekly "hit rate" was about 200 queries for its seven different topic pages. At that time, FTSMD had about 50 pages of information on the web site.

In contrast, during the week of May 5 to 12, for example, FTSMD page activity log showed:

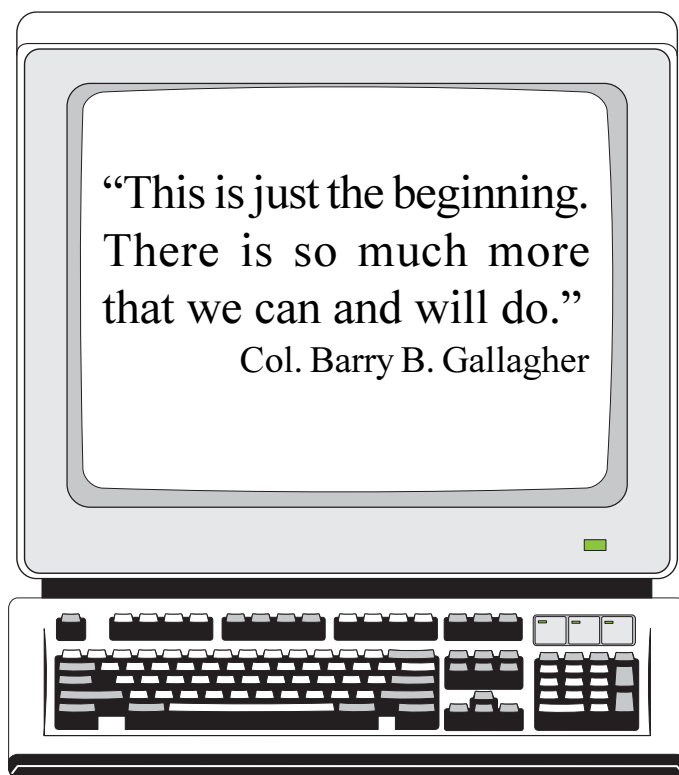
- 1,619 hits – AGR Frequently Asked Questions
- 1,544 hits – FTSMD Main Page
- 653 hits – AGR Enlisted Promotions
- 393 hits – FTSMD Contact List
- 349 hits – AGR Enlisted Management Division
- 262 hits – AGR Entrance Board Results
- 230 hits – AGR Officer management Division

Although these numbers do not necessarily reflect individual users, they do indicate a significant growth in activity during the last eight months. These numbers tell the FTSMD director that FTSMD's customers are hungry for information about the AGR program, that they are active on the Internet and that they will use this information tool as long as it is kept current and continues to provide relevant information.

The growth in the amount of information available on the FTSMD web page is a direct result of the feedback soldiers provide and the initiatives of many people on the FTSMD and AR-PERSCOM staff.

"With your help, we can continue to improve our ability to offer electronic services to AGR soldiers at the click of a button," Gallagher said.

AR-PERSCOM commander Col. Timothy Cannon is committed to making the organization the Department of Defense leader in taking "e-care" of soldiers. A viable web site is the first step in a series of electronic-based activities that will help FTSMD improve the services it provides to soldiers and commanders.



FTSMD now provides limited electronic-based services like e-mailing permanent change of station, or PCS, orders and officer record briefs, or ORBs, as well as e-mail communication with soldiers.

"This is just the beginning. There is so much more that we can and will do," Gallagher said. "With your help, we can continue to increase the quality and quantity of information that we provide by electrons."

"There are many personnel transactions that we can automate, and we are working on them."

The FTSMD director praised the FTSMD webmaster, Sgt. 1st Class Todd Lester, his assistant Staff Sgt. David Burkey, Jeff Matson and AR-PERSCOM webmaster and public affairs officer Maj. Rudy Burwell for their dedicated efforts toward improving "e-care" services.

"We look forward to providing more automated support to the AGR force and improving our customer service @ the speed of electrons," Gallagher said.

Visit the FTSMD web site at www.army.mil/usar/ar-perscom/ar-percom.htm and click on the FTSMD box.

DLA now payable for intra-service transfers

by Lt. Col. Michael Dangerfield

Dislocation allowance, or DLA, became payable to soldiers who transfer from active duty to the Active Guard Reserve program and for AGR soldiers who transfer to the active-duty rolls March 20.

In order for DLA to become payable, two major obstacles had to be overcome: elimination of the requirement for a break in service of one day in order to transfer between both components and a new interpretation of the law which established DLA, stating this allowance is payable for both intra-service and inter-service transfers.

A memorandum from Office of the Chief Army Reserve dated April 6, 1999, established a "no break in service" transfer policy between the active and reserve component and vice versa removing one of the stumbling blocks for payment of DLA. Since then, coordination between OCAR officials and the Army staff has been underway to obtain a policy decision to authorize payment of DLA payable for intra-service transfers.

A March 20 memorandum from Assistant Secretary for Manpower and Reserve Affairs, or ASA (M&RA), authorizes payment of DLA to soldiers who transfer be-

tween components without a break in service.

This allowance will reduce the significant out-of-pocket expenses incurred by soldiers who make a permanent change of station upon transfer between Army components.

This allowance will also be an added incentive to soldiers leaving the active component and considering a transfer to the AGR Program.

Lt. Col. Michael Dangerfield works for the Chief Financial Management Office at the Office of the Chief, Army Reserve, or OCAR.

Change allows more reservists to earn Soldier's Medal

by Gary Sheftick and Wayne Hall

More reservists and guardsmen are earning the Soldier's Medal since a new policy went into effect allowing them to receive the award for actions performed off duty, according to ArmyLINK News.

The 1998 Defense Authorization Act amended Title 10 of the U.S. Code to authorize award of the Army's highest peacetime medal "to a member of the Ready Reserve who was not in a duty status ... when the member distinguished himself by heroism." Prior to last year's legislation, soldiers of the Army Reserve and National Guard could only receive the Soldier's Medal for heroic acts while on active duty, at annual training or attending an active-duty school.

The Soldier's Medal, established July 2, 1926, is awarded to recognize any individual of the U.S. Armed Forces who, while serving in any capacity with the Army, distinguishes himself by acts of heroism and meritorious service not involving actual conflict with an enemy, officials said.

Two Army Reserve non-commissioned officers – Sgt. 1st Class Denny Skiles and Sgt. 1st Class Kenneth Schmanski – received the Soldier's Medal last fall for saving lives. A Soldier's Medal was awarded a few months ago by the chief of the Army Reserve, Maj. Gen. Thomas J. Plewes, to an Active Guard Reserve officer who left AR-PERSCOM for Los Angeles and the 311th Support Command (Corps) in summer 1998. Lt. Col. Roger Furnival is the special projects officer under 311th COSCOM Operations, or G-3. Furnival came to the aid of a woman who was being carjacked at 2:30 p.m. on a Saturday in January 1999.

The Los Angeles district attorney described Furnival's heroism at a city luncheon honoring Furnival and several others: Furnival and his two sons were just getting back into their car when he heard what he describes as a "gut-wrenching, something really bad" kind of a scream from nearby in the parking lot. He told his elder son to call 911 and approached a woman being attacked by two carjackers. One of the men ran; the other turned to face him. The two men fought: Furnival trying to hold the



Photo courtesy of Lt. Col. Roger Furnival
Maj. Gen. Thomas J. Plewes presents Lt. Col. Roger Furnival (at right) the Soldier's Medal for his bravery in a carjacking.

suspect, the suspect trying to escape. Moments later, the other carjacker returned, stabbed Furnival in the abdomen, then fled again. Despite a serious stab wound over his right eye, Furnival held his man for police. The other carjacker was arrested later. Both perpetrators were sentenced to seven years in California state prison.

"Here's what went through my mind when I heard the woman scream, 'This is totally wrong and needs immediate action. If not me, then who? If not now, then when? If not here, then where?'" It took less than a second to formulate these questions," Furnival said. "I learned to ask these questions as a second lieutenant in the Army Reserve. I had two distinct company commanders – Capt. Ron Moskowitz of the 63rd Regional Support Command and Capt. Grant White of the 96th RSC – who incorporated these questions into dealing with problem situations in their units. They are now both colonels, and therefore I believe they developed good standards in me – and their other troops."

Staff Sgt. Wayne Hall is a staff member of the Belvoir Eagle. Andrea Wales contributed to this report.

Full Time Support Management Directorate

1 Reserve Way, St. Louis, Mo. 63132-5200

FTSMD uses an automated call processor telephone system. Dial any of the three phone numbers below and the menu choices will direct you to the right office. If you know your party's four-digit extension, you may bypass the menus by pressing 1 after the tone, then dialing the four-digit extension. This will take you directly to your party. If you do not know the four-digit extension, the menu choices will direct you to the right office. **If you are not an AGR soldier, or calling about an AGR soldier, your call cannot be rerouted.**

To e-mail individuals, use the following format:
firstname.lastname@arpstl.army.mil

Comm (314) 592-1234
Toll-free (800) 325-4118
DSN 892-1234

The directorate reorganized to a new structure March 10. Additionally, there is a high turn-over rate of personnel, at this time. The telephone extension stays the same for that branch, only the manager's name changes. Individual names will be updated and printed in a later edition.

HEADQUARTERS (ARPC-AR)

5152 COL Gallagher, Barry B. Director
5152 LTC Buford, Caryl Deputy Director
5152 SGM Marmaduke, Terry W. Directorate SGM

ENLISTED MANAGEMENT DIVISION (ARPC-ARE)

5106 LTC Division Chief
5104 CPT Granger, Susie MPB Chief
5101 SGM Knepper, Monte ARE Branch Chief
5114 Williams, Margarette GO corr/VIP/
Congressionals
&EFMP

5101 SSG Nave, Lisa Admin NCO
Operations
5115 SSG Burkey, David Operations NCO

AGR Marketing Team
5103 Team Chief
5103 Marketing NCO

Personnel Management Branch
5102 MSG Bell, Traci Assistant
Branch Chief
5121 Levin, Jean Mil Per Mgt Spc

Professional Development/Reenlistments Team

5110 Team Chief
5161, 5162, 5163, 5164, 5165 Accessions Tech
Combat Arms, Combat Support,
Combat Service Support Team

5120 Team Chief
5110 11B/C/H/Z, 12B/C/Z,
13B/C/E/F/Z, 19D/E/K/Z
31C/F/L/P/R/U/M, 37F,
38A, 39B, 51H/M/T/
Z, 52E/G, 54B, 62N, 81L,
82D, 95B/C/D, 96B/D/H,
97B/E/L, 98C/G/H/Z
33W, 35E/J/L/W,
57E, 62B (SFC), 63B
(SPC-SSG), 63S, 77F/L/
W, 92G/M

5122

5123

5124

5125

5126

5127

5128

5113 Ashford, Cheryl

5148 Roberts, Angel

5103 Poe, Pier

5103 Senedajas, Rick

5161 Toler, Vera

5162 Hawkins, Donna

Career Management Field 71 Team

5130 Team Chief

5131 75H (SFC/MSG
A-K)

5132 75H (SFC/MSG L-Z)

5133 71G, 76J, 91A/B/C/
E/S/X

5134 71L

5135 75F, 75H (SGT/SSG)

5136 46Q/R/Z, 71D/M,
73C/D/Z, 74B/C/G/Z

Career Management Field 79 Team

5140 Team Chief

5142 79R (1st Brigade)

5141 79R (2nd Brigade)

5147 79R (3rd Brigade)

5145 79S (Retention
NCO)/(5th Brigade)

5146 79R (6th Brigade)

5174 79R (Detailed
Recruiters)

5117 MSG Fitts, James A. USAREC Liaison

Personnel Records Branch

5112 NCOIC

Enlisted Records

5108 Team Chief

5109 Records NCO

5107 Records NCO
[MSG(P),SGM]

Special Actions Branch

5105 Branch Chief

5105 Compassionates/
Relieved Recruiters

5105 Flags/Local Bars

5105 TDRL/Medical

5105 QMP/VERP

OFFICER MANAGEMENT DIVISION (ARPC-ARO)

5171 LTC Brunson, G. Alan Division Chief

5171 MAJ Richardson, Brad Opns Officer

5171 SFC Christiana, Wayne Opns Sergeant

5171 Ferguson, Vicki Opns

25V/Z, 45E/K, 52D/X,

55B, 62B (SPC-SSG)

63B (SFC-MSG), 63D/
E/H/J/T/W/Z, 88H/K/
L/M/N/P/T/U/X/Z,
92R, 93P

62B (SSG), 63B

(SFC)

92A, 92Y (SPC-
SGT)

92Y (SSG A-K)

92Y (SSG L-Z)

92Y (SFC-MSG)

Accessions Tech.

Accessions Tech.

Accessions Tech.

Accessions Tech.

Prof. Dev. Tech.

Reenlist./Extend

Tech.

71 Team

5176 Team Chief

5150 75H (SFC/MSG
A-K)

75H (SFC/MSG L-Z)

71G, 76J, 91A/B/C/
E/S/X

71L

75F, 75H (SGT/SSG)

46Q/R/Z, 71D/M,
73C/D/Z, 74B/C/G/Z

79 Team

5172 Team Chief

5172 79R (1st Brigade)

5172 79R (2nd Brigade)

79R (3rd Brigade)

79S (Retention
NCO)/(5th Brigade)

79R (6th Brigade)

79R (Detailed
Recruiters)

USAREC Liaison

Personnel Records Branch

5112 NCOIC

Enlisted Records

5108 Team Chief

5109 Records NCO

5107 Records NCO
[MSG(P),SGM]

Special Actions Branch

5105 Branch Chief

5105 Compassionates/
Relieved Recruiters

5105 Flags/Local Bars

5105 TDRL/Medical

5105 QMP/VERP

OFFICER MANAGEMENT DIVISION (ARPC-ARO)

5171 LTC Brunson, G. Alan Division Chief

5171 MAJ Richardson, Brad Opns Officer

5171 SFC Christiana, Wayne Opns Sergeant

5171 Ferguson, Vicki Opns

Officer Accessions Team

5173 Officer accessions

5173 Officer accessions

Officer Management Team

5185 Team Chief

5183 91, 88, 90A

5179 90A, 92, 97

5150 Mil Tech

5180 (MS 67,70 series)

5177 56, 66, 55, 46A

5150 Mil Tech

5178 42, 41, 04

5150 Mil Tech

5181 18, 31, 38, 39B,
50A, 74

5184 11, 12, 13, 14, 15,
54A

5150 Mil Tech

5182 25, 44, 45, 49, 53,
24

5176 21, 35

5150 Mil Tech

Warrant Officer Section

5187 Section Chief/
91XX, 15XX and all CW5s
WO1-CW4

5186

Records Team

5175 Team Chief

5175 Records NCO

5175 Mil Tech

Special Actions Branch

5172 Branch Chief

5172 DAADBs

5172 Flags/Medical

Compassionates/
EFMP

DISTRIBUTION DIVISION (ARPC-ART)

5190 LTC Lawrence, James. Chief

5153 MSG DeVos, Janet E. Plans NCOIC

5193 MSG Griffin, Dwight IMO

5191 Brown, Angela Mil Pers Mgt Spec

Command Actions Branch (Reg Acct Mgr)

5197 Stumpf, James Chief

USAREC, REDC,

USAG, ARRTC, NAAD/RTS MED

5198 SFC Matos, Miguel 70th RSC, 88th
RSC, 96th RSCs

5194 SFC Ferguson, Robbin FORSCOM,

TRADOC, OCAR Joint HQs, 8th Army

5195 SFC Haith, Wanda 77th RSC, 89th
RSC, 99th RSC

5196 SFC Jones, Michael USARC, 3d

MEDCOM, 94th RSC

5199 SSG Sanders, Carlos 63rd RSC, 75th Div,
90th RSC, 91st Div,
95th Div, 311th COSCOM, 377th
TAACOM

5158 Bryant, Charla 81st RSC

Senior Officer Enlisted Management Office (ARPC-ARS)

5155/56 Gruver, Lillian Mil Tech

Find out about the

DIMHRS/AR-PERSCOM connection

by Joseph King Jr., Ed.D.

What does it take to get the right soldier to the right place at the right time?

According to the last systems data call, the U.S. Army Reserve Personnel Command has seven mission-critical systems and 22 mission-essention systems to do the job. Add to that about 45 additinoal systems the directorates used to accomplish their missions, plus the more than 70 externally owned, "government off-the-shelf software," or GOTS, systems AR-PERSCOM uses.

AR-PERSCOM sends data to and receives data from 31 external organizations. The numbers increase dramatically when the systems and external agencies of AR-PERSCOM's counterparts at the Office of Chief, Army Reserve, or OCAR, and the U.S. Army Reserve Command, or USARC.

The AR-PERSCOM goal of getting the right soldier to the right place at the right time isn't quite so straight-forward, considering the large number of systems, people and procedures involved.

In the near future, AR-PERSCOM's new operational mission requirements will expand to support all-service information for joint and multi-service units. The "right" soldier might not be "one of ours."

AR-PERSCOM's goal is further complicated because its data is not standardized across military services. Non standard data will prevent comparisons between AR-PERSCOM data and data maintained by other services in other systems.

Should AR-PERSCOM building more systems, add more people, further complicate its procedures? How does AR-PERSCOM best provide its customer-soldiers, customer-commanders and customer-agencies with timely, accurate and relevant information?

The answer is a fully integrated military personnel and pay capability for all components of military services in the Department of Defense. Good management controls complexity and eliminates confusion. The need for a single, complete record of service for each servicemember is a mission requirement for commanders of major commands, military personnel and pay managers, the Office of the Secretary of Defense and other authorized federal agencies. A simplified, one-stop support approach would minimize duplicated — and sometimes conflicting — systems, data and work procedures.

The Defense Integrated Military Human Resource System, or DIMHRS (pronounced "DY merz"), will address expand-

ing operational requirements for DOD. DIMHRS will rprovide personnel and pay management support throughout the life-cycle of a servicemember's career. DIMHRS (Pers/Pay) will provide:

- One-time entry of data that automatically triggers all personnel and pay transactions;
- Accurate, timely, relevant personnel data to assess operational capabilities;
- Standard data and business rules for comparison across the services;
- Tracking for soldiers "lost" among systems, which has an impact on pay, benefits and credit for service;
- Tracking for active-duty and Reservist servicemembers within the theater;
- Correction of linkages between the personnel and pay functions among the services;
- Automation of business processes and policy;
- Processing that does not require manual reconciliation or intermediate data entry;
- The ability to effectively manage military servicemembers across the full operational spectrum — during peacetime and wartime; and
- Increased security.

Change occurs no matter what. The vision of the end-state is vital in building

continued on page 26

Customer Relationship Management 101: Bridging the service gap at AR-PERSCOM

by Gina Raymond

The '90s motto of "doing more with less" is clearly a challenge AR-PERSCOM has struggled to meet since its reorganization and downsizing in 1998.

Its millions of customers generate a virtual mountain of inquiries. Although AR-PERSCOM employees struggle, at times futilely, to handle this workload, their customer-service providers still intend to give all customers excellent service: quickly, accurately and with expert care.

Significant service gaps exist between what AR-PERSCOM customers want and what employees can provide. So, how is the problem solved? The solution lies in developing and *implementing* a customer relationship management strategy, or "CRM."

What is CRM and how is it any different from "customer service"? CRM is defined as "the comprehensive set of strategies, processes, metrics, organizational culture and technology solu-

tions that enhances an organization's ability to:

- see the differences in customer behavior and needs;
- uncover new opportunities to better serve their customers; and
- act, instantly and effectively, on those differences and opportunities."

Below is a breakdown of this definition into understandable parts.

First of all, as an organization, AR-PERSCOM needs to operationalize the knowledge that its customers are different and have varying needs from one another. In other words, its employees need to put that knowledge to use.

Reserve soldier customers (TPU, IRR, IMA, or AGR), veterans, retirees, family members, outside agencies or even totally misdirected customers are all extremely important as individuals. However, some customers are more critical to meeting mission requirements and require special handling.

continued on page 26

A day in the life of a PMO

A hot, humid breeze blows across the dark, near-vacant expanse of concrete parking lot as I make my way toward my daily habitat. Out of the corner of my eye I detect movement; another person arriving early, as I have, to get a head start on today's business. A warm smile and a wave-through by the desk guard assure me that all is still well.

It's eerily quiet in the deserted corridors of I Reserve Way at this time of the morning, but I know in just a few short minutes this building will turn into a massive whirlwind of activity. As I step off the elevator and head toward my cubicle, I begin to hear the cacophony of unharmonious ringing phones trying to wake up the building. It's only slightly after 6 a.m., but St. Louis time is of little consequence to those calling from thousands of miles away. Phones are beginning to ring all around me now as I read the latest officer resignation just now coming through the fax.

"That ring is coming from my phone," I think to myself as I race toward my cubicle. I get to my desk and notice the lights from the calls that were received last night sometime after I left. I press the voice mail button on my phone only to have to disconnect and answer an incoming call.

"Good morning. This is Maj. Pmo. How may I help you?"

"Yes, this is Lt. Col. Soandso, I mailed my 06 promotion packet to the board, but I haven't received confirmation that they received it, can you run down there and check?" I tell Soandso that I will check on his packet and agree to talk to him later.

Ring, Ring, Ring....

"Good morning. This is Maj. Pmo. How may I help you?"

"Yes, I want to go on the Korea Exercise?"

"Sir, do you mean Ulchi Focus Lens?"

"Yes, that one..."

Twenty minutes later, the order is sent to the next person in the chain, and another soldier is happy. I pause and reflect back that it has been harder to find soldiers for exercises, now that 10,000 officers have been dropped from the rolls — knowing

that the requirements will not stop coming. It's now 7: Just had a second to catch my thoughts, the phone is not ringing, and the voice-mail messages have been put down on paper to call later. Time to check the proliferation of e-mails that have come in.

"Not bad, only 27 new ones. Gonna be a piece of cake," I think to myself.

I open my first e-mail and find:

"Sir, I know you stated in your last message that I must enroll for the Advanced Course through my unit training NCO, but he can't find any open seats. Can you help?"

I quickly respond back:

"Dear Lt. Lost, Your training NCO is correct. There are no available USAR seats in your Officer Advanced Course in FY00. Since there are only two OACs for your branch per year and both are already full, you must enroll in an OAC in FY01. Good luck."

Phones are ringing all around me now like an incoming barrage of mortar rounds. Fortunately, my phone is silent for the moment. This is the break I need to hit the PERMS terminal for the ninth time this week to order PERMs for the population. Lucky for me, it's a light day. I only need to order 12 today. It will only take about one hour.

Returning to my desk, I can sense the phone banks are filled again. The incessant ringing of multiple lines reminds me of the Grand Casino. Not to delay, I punch in my extension and hear, "Your password does not match your mailbox number."

Looking up, I wonder if this job really is what I was told it was going to be. Again, I punch in my extension and luckily the phone machine agrees and states, "You have 12 new messages ..."

"How special," I think to myself.

I know there will never be time to get bored. My work is replanned for the next few hours.

First message: "Hello, I have been trying to get you on the phone today, but you don't seem to be in. Please call me back."

I smile as I reflect to myself, "I guess if I was blessed with ESP I would remember your voice, your Social Security number

and your phone number. Truly, if I was a gifted PMO, I would have anticipated your question and called you in advance of your phone call."

Nothing I can do with this call, so... DELETE!

Next message, "I have been trying to get promoted for the last six months, but haven't. Can you call me? My name is Maj. Undertaking, SSN 123-45-6789. Please call me back at telephone (314) 555-2345."

I check his records quickly and determine, yes, this individual is promotable... since 1997, I think. Just the last six months, huh?"

Further digging reveals that the soldier needs a physical examination, HIV test and, in general, file maintenance. I call him back only to receive his voice mail. I leave a message and move on.

It's getting close to lunchtime. I have not had time to even go to the latrine. My bladder tells me that I no longer have control of this situation. My phone is ringing again, but nature calls.

I return to my cubicle and new messages have hit my voice mail and e-mail.

"What is this?" I wonder as I spy a number of letters on my chair. "Hmmm... What could be here?"

Opening the first letter I find: "Dear Major, Would you please send these documents to my PERMS; I would really like them to be in there for the next promotion board."

Immediately, I wonder, "Did he put his name, SSN and rank in pencil in the upper right hand corner of each of these 2 pounds worth of paper?" I look... "Nope! Oh, well, another 15 minutes gone."

It's lunchtime, and I still haven't had a chance to run a query to find officers in the Alabama area that I could call up and see if they want to join a TPU. This is my No. 1 priority, yet I have not had time to work this. I set up the query and hit the generate button.

The phone rings, I pick up.

"Good afternoon. This is Maj. Pmo. How may I help you?"

"Yes, I've been trying to get my retire-

ment points updated for the last six years, but they still haven't updated them!"

"Ma'am, please, who is they?"

"Well, St Louis?"

"Ma'am, whom in St Louis?"

"ARPERCEN!"

"Ma'am, may I have your Social Security number?"

I check her RDMS record.

"Ma'am, my records indicate that you are in a troop program unit."

"Yes, that's right."

"Ma'am, you can update your points through your unit, with your unit technician."

"I can?"

A few minutes later, another happy officer, another entry in SMS. OK, it's time for lunch.

Ring, Ring

"Good afternoon. This is Maj. Pmo. How may I help you?"

"Hi, this is Maj. Undertaking. Thanks for returning my call. Say, did you get my fax?"

"Fax? You sent a fax?"

"Yes, I could not reach you by phone so I sent a fax."

"Oh," I say, "Sorry. How can I help you?"

"Yeah, I want to get promoted to lieutenant colonel and haven't."

"Yes, Maj. Undertaking, I checked your records, and it looks like your physical examination has not been updated in seven years."

Silence on the other side.

"I, I, I sent that in three times in the past year."

My boss leans over, and mouths "Military call in 20 minutes."

I digest both thoughts at once and determined that last weekend's foray into the garden getting rained on while pulling weeds from between the tomatoes was more fun. I help the good major and move onto the next caller.

It suddenly dawns on me that I am not alone. Many professional PMOs like myself surround me. We are taking care of soldiers around the world.

I smile and think to myself, "What a great job! HOOAH!"

Maj. Larry Meder, John Barnett and Col. James Anson of the Officer Personnel Management Directorate collaborated on this story.

Armed Forces Expeditionary Medal now available to OJE/OJG soldiers

The Personnel Actions and Services Directorate has been processing requests from Individual Ready Reserve, or IRR, soldiers for the Armed Forces Expeditionary Medal, or AFEM, since the award was announced by the Secretary of Defense in May 1999.

To date, PASD has received 134 requests. The new award program requirements have been identified on the AR-PERSCOM web site at <http://www.army.mil/usar/ar-perscom/10-9afem.doc> and publicized in the IMA newsletter, The Aug-mentor. Specifics on the AFEM are as follows:

Secretary of Defense William S. Cohen approved award of the AFEM, in addition to the Armed Forces Service Medal, or AFSM, to qualifying servicemembers participating in or providing direct support to Operation Joint Endeavor or Operation Joint Guard. For AFEM purposes, OJE began Nov. 20, 1995, and ended Dec 19, 1996. OJG began Dec. 20, 1996, and ended June 20, 1998.

The AFEM is being awarded as a one-time exception to Department of Defense and military service policies. The one-time exception is to permit the award of two medals -- AFEM and AFSM -- for the same operation and period of service.

Award of the AFEM is limited to those U.S. servicemembers participating in or providing direct support to OJE or OJG who were deployed in the countries of Bosnia-Herzegovina or Croatia, aboard U.S. naval vessels operating in the Adriatic Sea, and those respective air spaces.

To qualify for the AFEM for OJE or OJG, American servicemembers must be members of a unit participating for one or more days in OJE or OJG within the designated geographic area of eligibility, or meet one of the following criteria:

a. Be deployed in the area of eligibility as an individual by official orders to OJE or OJG for 30 consecutive days or 60 non-consecutive days; or

b. Participate as a regularly assigned crewmember of an aircraft flying into, out of or over the total land area of Bosnia-Herzegovina and Croatia, the Adriatic Sea and their air spaces.

The AFEM and AFSM are campaign/theater service awards. Therefore, servicemembers are authorized only one award of the AFEM and/or AFSM for service in either or both OJE and OJG. Second awards (bronze service stars) are not authorized for OJE and OJG.

Members of the IRR who meet the eligibility criteria for the AFEM and AFSM outlined above may submit a written request for the awards to:

Commander, AR-PERSCOM

ATTN: ARPC-PSP-R

1 Reserve Way

St. Louis, Mo. 63132-5200.

The request should contain documentation to verify the individual's service within the designated geographic area of eligibility during the authorized time periods (e.g., copy of orders and an LES, NCOER or OER, DD Form 214, etc).

For information on these awards, call AR-PERSCOM at 1 (800) 325-4986 and ask for Phyllis Harrell or Joyce Carroll.

Members of troop program units may submit their requests to:

USARC, DCSPER

Unit Support Branch

ATTN: AFRC-PRH-S/Mary L. Lolmaugh

1401 Deshler St. SW

Fort McPherson, Ga. 30330-2000

Members of the Army National Guard may submit a request for the awards to their respective Office of the State Adjutant General.

E-commerce will now be E-Zer

Will new law solve AR-PERSCOM problems providing e-Care?

In Philadelphia, President Bill Clinton signed S.761, the Electronic Signatures in Global and National Commerce Act, June 30, according to a White House press release.

This legislation will eliminate legal barriers to using electronic technology to sign contracts; give consumers the same protections while doing business on-line as they have on paper; and ensure that government agencies have authority to enforce the law. After the bill signing ceremony, the president demonstrated the new electronic signature technology that Americans will be able to use to sign legally binding contracts on-line.

"The Electronic Signatures in Global and National Commerce Act will open up new frontiers of economic opportunity while protecting the rights of American consumers," Clinton said.

THE BENEFITS OF E-COMMERCE. The U.S. has benefited dramatically from the onset of the digital age. But there are still barriers -- especially legal uncertainty - to the use of technology for business-to-business and business-to-consumer commerce. Under the legislation President Clinton signed today:

- Companies will be able to contract on-line to buy and sell products;
- Businesses will be able to collect and store transaction records electronically;
- Consumers will have the option of transacting business on-line, without waiting for paperwork to be completed.

ELIMINATING LEGAL BARRIERS TO ELECTRONIC COMMERCE. Companies may be deterred from doing business on-line because of uncertainty about whether their on-line contracts will be legally enforceable. The law sometimes requires that contracts documents be written on paper and signed with pen-and-ink signatures, which can slow down the pace of business. The new law signed by Clinton will overcome these barriers by:

- **Pre-empting paper requirements.** On-line contracts, signatures, and records will now have the same legal force as their paper equivalents;
- **Establishing technology neutrality.** In most cases, requirements that one technology be used over another have been eliminated;
- **Ensuring accuracy of electronic records.** Most electronic contracts and records will be legally enforceable only if they are in a form that is capable of being stored and reproduced for later reference.

PROVIDING CHOICE AND PROTECTION FOR CONSUMERS. In order to achieve the full potential of electronic commerce, consumers must have confidence that they have the same protections on-line as they have in the paper world. Today's law:

- Gives consumers who do business on-line the same protections they currently have with paper contracts;
- Protects the consumer's right to choose whether or not to use or accept electronic

records, signatures, or contracts;

- Requires that consumers affirmatively consent to the use of electronic notices, records, and contracts; that they be given notice of their rights; and that the firm verify that the consumer can access electronically the information to be provided.

PROTECTING TAXPAYERS AND ENFORCING THE LAW. The government sometimes requires that companies keep or generate voluminous paper records documenting their transactions. Record retention serves an important public purpose by allowing agencies to monitor for compliance, protect taxpayers from fraud and abuse, and enforce the law. In many cases, these same goals can be met using digital technologies through:

- **Electronic Record Retention.** The Act requires that agencies allow most records to be retained electronically, but government may establish standards for electronic records to ensure that compliance with laws can be determined, taxpayers can be protected, and agency mission can be accomplished;
- **Electronic Filing:** The Act allows the government to establish standards and formats for government filings.

This article addresses a major challenge to this command providing "military human resources @ the speed of electrons." Original signatures are required for many personnel transactions, and this new bill may break down many of those barriers to serving AR-PERSCOM's customers.

Korean War vets celebrated during 50th

It was June 25, 1950, and Americans, recently a part of the victorious Allies in World War II, had tired of war, but American soldiers were, once again, soon to be put in harm's way. America remembers its Korean War veterans celebrating the 50th anniversary of the conflict and the courage and sacrifice displayed by its veterans.

According to <http://korea50.army.mil/index.html>, the purpose of Korean War commemorations is threefold:

- To honor the Korean War veterans, their family members, especially families who lost love ones;
- To provide Americans with a clear understanding and appre-

ciation of the lessons and history of the Korean War; and

- To educate every generation of Americans on the historical impact of the Korean War in saving a nation from enslavement and preserving peace, freedom and prosperity.

In a grassroots community outreach and education program, military and civilian communities, schools, businesses and corporations can become Commemorative Communities when they agree to develop annual programs and host a minimum of three events each year. Events can range from honoring veterans and their families, to supporting school programs that teach the history of this era. With a better understanding of this period in U.S.

ARMY VALUES

Rosewitz: 'It's an integrity issue'

by Andrea Wales

This feature spotlights employees who live the Army values:

Loyalty;

Duty;

Respect;

Selfless service;

Honor;

Integrity; and

Personal courage,

which spell out the acronym, LDRSHIP.

This month's featured employee embodies the Army value of integrity -- do what's right, legally and morally.

He's made some tough decisions in his life, decisions that could make or break a military career.

Capt. Paul Rosewitz of the Plans Directorate once made a decision that could have cost him a bad OER, but he said he had to make it. Rosewitz is a military education quota manager who works with the Army Training Requirements and Resources System, or ATRRS (pronounced "AY tars"). Rosewitz was recently honored with the Reserve Officer Association's Maj. Gen. Strom Thurmond Award for Outstanding Reserve Junior Officer.

"When I was a commander of a training battery, I had a drill sergeant who work for me who was unsafe," Rosewitz said.

One example was when Rosewitz saw a crutch fly out of the back of a truck when the drill sergeant was driving soldiers on profile to a training site.

Rosewitz decided he had to take him off the trail. The battery was under evaluation at the time, and taking the drill sergeant off put Rosewitz below the number of cadre expected.

"Their safety is No. 1," Rosewitz said, explaining his actions. "It actually turned out to be a positive thing."

Rosewitz's actions got him noticed by the brigade commander, and the commander brought him to brigade headquarters. When the brigade commander became chief of staff at division headquarters, he brought Rosewitz with him.

"Doing the right thing can be good for you," Rosewitz said. "The commander is often in a cocoon. It's our responsibility to make sure the commander has good information so he can make the big decisions."



Capt. Paul Rosewitz

Rosewitz acknowledges that "keeping your mouth shut" can often be rewarded and speaking up can often result in someone "shooting the messenger" after he brings bad news.

However, he said you must be true to your principles, no matter the consequences.

"There's a time for tact, and a time to be honest and do what's right," Rosewitz said. "If you do that, in the end, I think you're going to come out OK."

"It's an integrity issue. There have been times when a superior says, 'Do this' (and it skirts on breaking regulations). 'To what extent can I do this?' 'No' is not allowed. You can say 'No,' but there will probably be consequences with it. It's just, 'What can you live with at the end of the day?'"

Rosewitz was also running for junior vice president (Army) at the ROA conference last month, after being endorsed by the ROA Department of Missouri. However, he was defeated.

anniversary of conflict over 38th parallel

history, Americans can learn and ensure a safer, more peaceful and democratic world.

The U.S. Army Reserve Personnel Command is one of three St. Louis-area Korean War Commemorative Communities listed under Commemorative Community Program on the site.

"American Military History: Army Historical Series," published by the Office of the Chief of Military History, U.S. Army, at <http://www.army.mil/cmh-pg/books/amh/amh-25.htm>, describes the start of the Korean War this way:

"After the USSR installed a Communist government in North Korea in September 1948, that government promoted and sup-

ported an insurgency in South Korea in an attempt to bring down the recognized government and gain jurisdiction over the entire Korean peninsula.

"Not quite two years later, after the insurgency showed signs of failing, the northern government undertook a direct attack, sending the North Korea People's Army south across the 38th parallel before daylight on Sunday, June 25, 1950.

"The invasion, in a narrow sense, marked the beginning of a civil war between peoples of a divided country. In a larger sense, the cold war between the Great Power blocs had erupted in open hostilities."

Strategic Plan Accomplishments

AR-PERSCOM's strategic plan initiatives are moving out on schedule. Below are some of the command's successes.

- ❑ Developed Corporate Strategy/Scorecard in one month
- ❑ Developed 29 Business Cases for Initiatives to support our corporate goals using 11 Goal Teams in over 44 total sessions all within two months
- ❑ Built over 23 Activity Based Costing, or ABC, models in over 20 various sessions. These models include over 80 percent of total personnel costs and identified over 27 percent of AR-PERSCOM costs tied to Information Inefficiencies. All this was developed in only two months
- ❑ Identified and assigned responsibility for all 29 measures in the corporate scorecard.
- ❑ Convened Strategic Advisory Council to aid the commander in guiding the organization toward "Precision Military HR Management @ the speed of electrons"

Where are we heading?

- ❑ Have SAC Review and select all Goal Team Initiatives
- ❑ Directorate heads brief Balanced Scorecard at their town-hall meetings
- ❑ Completion of Cascading Scorecards by first week of July
- ❑ Baseline corporate measures within two months

Down the road

- ❑ Further refinement of ABC models toward unit and strategic costs
- ❑ Graphical web enabled analysis of BSC and ABC data
- ❑ Identify and perform Business Process Improvement, or BPI, on critical processes

JAG: Know your rights

Visit <http://www.jagcnet.army.mil> to read about:

- a tax break for Coloradans on active duty out of state for at least 305 days in a tax year;
- insurance fraud complaints that resulted in a \$2.4 million settlement benefiting service-members; and
- Academy Life and its agents being barred from conducting commercial activities on Department of Defense installations.

DIMHRS VALUE-ADDED SYSTEM

continued from page 21

organizations with a focus on the future. The Strategic Planning Cell will direct change toward AR-PERSCOM's envisioned end-state of precision human resource management.

Strategic leaders are responsible for defining systems capabilities needed to satisfy DIMHRS (Pers/Pay) and AR-PERSCOM mission needs. For this to be successful, AR-PERSCOM employees — military and civilian — must understand the future of DIMHRS and its implications on their jobs. The need for upward communication

has never been more essential.

"The right soldier, at the right place, at the right time" is a strategic initiative that involves coordination with numerous agencies, systems and associated procedures.

The command vision, "Precision Human Resource Management @ the Speed of Electrons," is worthy of AR-PERSCOM employees' dedication and best effort.

Dr. Joseph King is the acting director of the Strategic Planning Cell.

CRM WAYS TO SERVE CUSTOMERS BETTER

continued from page 21

The second point is AR-PERSCOM employees must listen to their customers and build their services around what they need, when they need it. This is critical to mission success.

AR-PERSCOM employees also must realize how their customers choose to deal with AR-PERSCOM through every available contact channel: telephone, walk-in, web site, fax, mail or email.

The last, and most important piece, is the obligation to respond quickly to changing requirements. The AR-PERSCOM strategy must include the ability to be flexible.

Some basic assumptions underlie the AR-PERSCOM CRM strategy, and these have been documented these in the AR-PERSCOM strategic plan. Customers' overall satisfaction will drastically improve if two things are accomplished:

■ First, full and open access to service providers (career managers, military personnel technicians and contact representatives) and information customers require to manage their careers and personal lives must be provided.

■ Second, AR-PERSCOM employees need to improve the timeliness and quality of those responses and products.

But these two things cannot be done with human resources alone. The right types of information technology are the keys to an effective CRM strategy. The AR-PERSCOM commander's vision of

"Precision military human resource management @ the speed of electrons" denotes utilization of information age technologies.

Allowing customers to help themselves through self-service advancements will free AR-PERSCOM customer representatives to concentrate on customer issues and problems requiring the personal touch.

AR-PERSCOM officials intend to focus on information technology and business solutions for the telephone system and web site. The goal is to provide "one and done" service to the maximum extent possible, handling and completing each customer's request the first time and to accomplish this in an accurate and timely manner. This is what "Taking e-Care of soldiers" is all about.

Although relatively complex, development of the CRM strategy was not an insurmountable task. The challenge, which lies just ahead, is the implementation phase of CRM, employing the right kinds of information technology solutions to enable AR-PERSCOM to balance its customers' needs with mission requirements reflective of the national military strategy.

Handling all inquiries through every contact channel and satisfying customers are the collective goals. AR-PERSCOM is committed to that end.

Gina Raymond is the chief of the Customer Contact Office.

AR-PERSCOM's Best of the Best

NEWS NOTES



"What works for me —

- Admit your mistake or lack of knowledge, then correct that mistake or research the subject.
- Never ask anyone to do something you would not do yourself.
- Supervisors should always have the last words as long as those words are 'Thank you,' 'Good job,' 'What a team!' or 'We can do it.'"

Sharon A. Nahlen
FTSM
Supervisor of the First Quarter



"In each position (I've held), one tool was constant — automation. It is very important to stay abreast of the changes in technology and to look at ways of improving work processes. I used my database skills to perform my job more efficiently. Since arriving in Resource Management, I have automated several processes that were previously performed inefficiently."

Anthony Myles
Resource Management
Civilian of the First Quarter



Soldier was unavailable for comment because he is attending the Advanced Non-Commissioned Officer Course at Fort Jackson, S.C.

Sgt. 1st Class Augustus Norvel
Enlisted Personnel Management Directorate
Senior Non-commissioned Officer of the First Quarter



"My philosophy of life is 'The journey of a thousand miles begins with a single step.' (Lao-tzu, sixth century B.C. Chinese philosopher)"

Sgt. Christopher Berry
EPMD
Junior Non-commissioned Officer of the First Quarter

FEDERAL BENEFITS

CPACs transfer benefits oversight to ABC-C

Army Civilian Personnel Advisory Centers will transfer employee benefit services to the Army Benefits Center for Civilians, or ABC-C. The Department of the Army has scheduled all the CPACs in the South Central Region, including the one that serves AR-PERSCOM, to make this transfer Sept. 11.

The center, located at Fort Riley, Kan., provides automated services regarding retirement, life insurance, health benefits, survivor benefits, and the Thrift Savings Plan using state-of-the-art technology. It offers two ways to access personal and general information and process benefits transactions:

■ The Interactive Voice Response System, or IVRS, similar to what banks use to enable customers phone access to their accounts, allows customers to access the system through a touch-tone telephone.

■ The Employee Benefits Information System, or EBIS, a customized web application, allows customers to access the system through the internet.

Both systems are available seven days a week, almost 24 hours a day. (They will be down from midnight to 3 a.m. Central Time for systems maintenance.)

ABC-C replaces the old way of doing business, where employees often made trips to the CPAC to make changes to their benefits. Most transactions will be processed overnight; employees can verify their transaction by revisiting the automated systems or checking their leave-and-earnings statement. Employees may use either system from any location — office or home — to gain access to personal and general information, and process transactions. A major advantage to using the web application is the ability to navigate to the different programs, receive more detailed information and process the same transactions as over the telephone.

IVRS users can also transfer to a benefit counselor. Counselors will be available weekdays from 7a.m. to 5p.m. Central Time.

If employees of the U.S. Army Reserve Personnel Command have any questions regarding the transfer, they should contact the CPAC at Ext. 0496. Others should contact their local CPACs.

ERRATA

Mailing address, officer's name corrected

Unit administrators forwarding original Officer Evaluation Reports, or OERs, and Non-commissioned Officer Evaluation Reports, or NCOERs, on Active Guard Reservists must send them directly to the Evaluations Section. Due to a source error, on page 14 of the April the Hub, the office symbols to which they go were misidentified. The office symbols should have read NCOERs to PSV-EE and OERs to PSV-EO. Rather, it says ARPC-EE and ARPC-EO.

Due to an editing error, on page 21 of the April Hub, Lt. Col. Boyd Collins of the U.S. Army Reserve Command Public Affairs Office was incompletely identified.

Eight ride roller coaster of River to River Relay

Eight runners representing the U.S. Army Reserve Personnel Command, six of whom also competed at The Army Arch Run Half-Marathon, ran the 13th Annual River to River Relay recently in southern Illinois, earning second place in the Corporate Division and 27th out of 229 teams that finished the race.

The relay is an eight-person 80-mile competition ranging across the Shawnee National Forest from the Mississippi to the Ohio River.

The run is hosted by the River to River Runners, 240 teams compete in nine separate divisions for bragging rights and finisher T-shirts.

AR-PERSCOM team members included:

- Christian Brewer of the Office of the DA Secretariat, Reserve Components;
- Bill Cragg of the Officer Personnel Management Directorate;
- Bill Darling of OPMD;
- Daniel Foulkrod of OPMD;
- Dwight Griffin of the Full Time Management Support Directorate;
- Miguel Matos of FTSMD;
- Robert Oreskovic of the Personnel Proponency Office; and
- Aaron Walter of FTSMD.

Foulkrod was the lead runner. The first leg is one of the most important as it sets the tone for the rest of the team. His pace of 6:00 during the first 3.6 miles gave a tremendous boost to the team.

"I was just trying to get us going," he commented after completing the first of three runs he would do that day.

One of the significant keys to competing and not merely participating in this re-



Photo by Denise Brewer

River to River Relay runners are (from left) Aaron Walter, Christian Brewer, Robert Oreskovic, Dan Foulkrod, Bill Darling, Miguel Matos, Dwight Griffin and Bill Cragg.

lay is the support given by the rest of the team.

"This is one of the main reasons I like running in this race, because all the team members really encourage you and push you to do your best," said Matos, who competed for the third time this year.

All team members run three legs each, ranging in distances from 2.5 to 4.05 miles per leg. The lowest total mileage run is 8.35 miles, and the greatest is 11 miles. However, it is generally conceded that the toughest leg is No. 6. While the total mileage is only 9.6 miles, the third leg is 3.8 miles long of which 1.5 miles of the run rises in elevation from 360 feet to over 700 feet. While this may not seem like a lot to the untrained runner, it can be a death march for someone who is not ready for it. Walter was leg 6, covering the distance in a magnificent 6:20 pace.

"I asked for it, and I got it," Walter said. "I don't think I'll be asking for it again next year."

Of special note was Oreskovic who received the baton as the most valuable runner. Oreskovic actually got faster with each of his three legs and finished the day with a 6:32 pace over 10.2 miles.

Griffin, competing in his third relay, pulled a muscle with two miles to go and still managed a 7:10 pace over 10.65 miles.

This was the second year that AR-PERSCOM was represented at the relay. Last year an almost identical team (no Oreskovic or Griffin) finished third in the Corporate Division and 32nd out of 237 teams.

| LEG | NAME | DISTANCE | TIME | PACE |
|-----|-----------|----------|---------|------|
| 1 | FOULKROD | 10.2 | 1:06:51 | 6:33 |
| 2 | GRIFFIN | 10.65 | 1:16:18 | 7:10 |
| 3 | DARLING | 8.35 | 58:40 | 7:02 |
| 4 | CRAGG | 10.7 | 1:18:23 | 7:20 |
| 5 | ORESKOVIC | 10.2 | 1:06:42 | 6:32 |
| 6 | WALTER | 9.6 | 56:51 | 5:55 |
| 7 | MATOS | 9.3 | 1:07:12 | 7:14 |
| 8 | BREWER | 11.0 | 1:16:24 | 6:57 |

Upcoming races for the team include the St. Louis Track Club Cross Country Kick-off and the Mud Mountain Cross Country Run, which are both in August.

AR-PERSCOM

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